



NAME: Winfried D. E. Völcker

ADDRESS: Habichtweg 7
63303 Frankfurt-Dreieich
Germany

TELEPHONE: 0049-61 03-8 70 34 26

FAX: 0049-61 03-8 70 34 28

E-MAIL: voelcker@victoria-hotels.de

PLACE OF BIRTH: Hansestadt Lübeck

DATE OF BIRTH: May 12, 1947

MARITAL STATUS: Married, 2 children, 25 and 28 years old

NATIONALITY: German

CAREER DEVELOPMENT:

Various tasks and positions as CEO/Geschäftsführer by contract of VICTORIA Hotel & Restaurant Management Company GmbH, founded in 1987:

- ▶ **VICTORIA PARK FRANKFURT LANGEN, 100 #, 1997 – 2005.**
Lease - & management contracts.

My key responsibilities & tasks: Management-changeover from Senator-Management to VICTORIA Hotels & Restaurants. Exchange of Holiday Inn Garden-Court Franchise for “VICTORIA Park ****”. Planning and execution of a € 1.0 Mio. rehab-program. Implementation of the VICTORIA franchises “VICTORIA Park”, “VICTOR` s” (french Brasserie) and “COHIBAR” (karibic Cocktail- & Cigar Bar).

Results: Total revenue increased by 200 %, from € 750 p.y. up to € 2.1 Mio. The negative GOP in 1997 grew in 2000 up to plus € 450.000,--. VICTORIA Park received 4 stars by the DEHOGA, was voted into the circle of the 500 best hotels in Germany by the “Feinschmecker Magazin” and VICTOR` s received 13 Points by Gault Millau, already in 1999.

The hotel` s success was greatly based on the acceptance by the many global corporations, situated in Langen and Dreieich.

As a result of “9.11”, it was especially that business vanishing the most and hurting the VICTORIA Park severely.

Together with high capital interest (high lease-fee) and growing deficits in the product quality, due to a lack of continuous refurbishments, the hotelbusiness was no longer profitable and was shut down in April of 2005.

Presently, there are numerous negotiations in regards to restructuring the loan and finding capital for the rehab, in order to relaunch the operation some time in the future.

- ▶ **Hotelproject ALTE ZIEGELEI „Masters Academy“, Großzimmern near Darmstadt, 180 #, 2004 – 2005.**
Hoteldevelopment contract.

My key responsibilities & tasks: Preparation of a Feasibility Study “light” including the 10-year-budget plan, based on the operating concept, developed by VICTORIA Hotels & Restaurants. Detailed planning of the space program and logistics.

Supporting the developer, architects and planning staff.

Results: Successful presentation at Expo Real in 2004. Start of Development Phase II.

▶ **HILCHENHAUS HOTEL VICTORIA Park Lorch, 80 #, 2000 – 2001.**

Lease- & management contracts.

My key responsibilities & tasks: Preparation of a Feasibility Study, development of the operating concept as “Winehotel, Function-Center and Day Spa”. Pre-opening management. Technical support.

Developer and investor H. Hülshorst stopped the development end of 2001, due to financial problems.

VICTORIA lost its lease- & management contracts.

Results: Development of a superb hotel concept, active pre-opening with heavy bookings 12 months prior to opening.

▶ **VARIOUS MARKET RESEARCH PROGRAMS, 1994 – 2005.**

Consulting contracts.

To the field of activities by VICTORIA Hotels & Restaurants belonged the analysis of hotel operations, the restructuring of hotels, the development of hotel & restaurant concepts, etc.

In conjunction with contracts for the above, VICTORIA prepared various Market Research Programs for hoteliers, architects, developers and communities.

Results: Very positive references of the contracters because of the “value” received.

▶ **AMJ DESIGNERS, Berlin (Jadgfeld, Quartier 205), 1997.**

Consulting contract.

My key responsibilities & tasks: The research and the development of “in time” restaurant concepts.

Contracting well functioning restaurant concepts and negotiating with their operators and designers to import such concepts into existing and planned facilities of the AMJ and FUNDUS Group. Support of local planners and engineers.

Some of the results: Concepts and/or negotiations with: Adam TIHANY, N.Y.C.; Rick MATHER, London; Terence CONRAN, London; Duncan MAC ELHONE, Harry`s, Paris; Antony AU-YEUNG, ZEN, London; Roberto RUGGERI, BICE, N.Y.C.

▶ **PARKHOTEL QUELLENHOF AACHEN (now: DORINT), 160 #, 1995 – 1996.**

Management & development contracts.

My key responsibilities & tasks: Management changeover from Steigenberger Hotel Group to FUNDUS Hoteldevelopment & Administration, Cologne.

Analysis of operations & results. Restructuring. Creating new product offerings, developing new marketing & sales concepts.

Development of the future hotel and food & beverage concept in close cooperation with FUNDUS Hoteldevelopment

In charge of day-to-day hotel operations and the city` s Congress-Hall, seating up to 2.500 in the position of Generalbevollmächtigter and General Manager.

Special annual events: Orden wider den tierischen Ernst, Karlspreisverleihung.

Results: Smooth change of brands and operator. Development of a suitable “concept” for the DM 50 Mio. Refurbishing program by FUNDUS.

▶ **HOLIDAY INN EISENACH, 1994 – 95.**

▶ **HOLIDAY INN WEIMAR, 1994 – 95.**

▶ **HOLIDAY INN APOLDA, 1994 – 95.**

Pre-opening management contracts.

My key responsibilities & tasks: Takeover from the longterm-pre-opening and taking charge of the final 3-months pre-opening count-down.

Results: Smooth and economic openings with favourable support by the local medias. Well motivated opening teams to launch the hotels in their markets.

▶ **PARKHOTEL VELBERT, 100 #, 1988 – 89.**

Interim-management.

My key responsibilities & tasks: Control and coaching of the local hotel management. Restructuring marketing & sales. Optimising food & beverage operations.

Results: Hiring of some of the finest hotel-sales-personnel, resulting in increased revenues and profits.

▶ **HOTEL SCHWARZER BOCK, WIESBADEN (now: RADISSON), 150 #, 1987 – 1994.**

Lease- & management contracts.

My key responsibilities & tasks: Consolidation, restructuring, rehabilitation and day-to-day management of Germany`s oldest Grandhotel in the position of General Manager and Geschäftsführender Alleingesellschafter.

Repositioning the Hotel as 5 star traditional Grandhotel. Planning and personal execution of a € 8.0 Mio. rehab- and refurbishing program. Development of new product offerings such as: “Piano Bar 1486”, “Wiener Caféhaus”, with its own pastry shop, Restaurant “Capricorne” with Chef Alois Köpf, 17 points Gault Millau – one of the six best restaurants in Hessia at that time. Wine-Beer Pub in the famous “Ingelheimer Zimmer”.

Development of “ON THE TOP” with Graf Pilati, Munich, to become an elegant meeting and banqueting floor overlooking the roof of Wiesbaden.

Results: Revenue increase from € 3.0 Mio. to € 6.0 Mio. GOP from break-even up to € 2.7 Mio. 4 stars Michelin, 5 stars Varta, 17 points Gault Millau.

Support of sales transaction in 1994 to Interhotel, Berlin.

▶ **FOUNDATION OF VICTORIA Hotel & Restaurant Management Company, Frankfurt/Main, May 1987.**

▶ **RHEINPARK PLAZA NEUSS (now: Swisshotel), 250 #, 1984 – 1987.**

My key responsibilities & tasks: Re-opening, re-activating and General Management of Germany`s largest Hotel-Congress-Center in Neuss vis à vis Düsseldorf on the Rhine River.

In the position of General Manager and Geschäftsführer, I was directly reporting to the Chief of the Board of Allgemeine Hypothekenbank, Frankfurt/Main, owner of the hotel due to bankruptcy of the hotel fond and the exit of Kempinski Hotels in 1983.

After one year of closing, re-opening within two months. Re-branding as “Rheinpark Plaza Neuss”.

Optimizing space and functions. Development of three gastronomic concepts: Alfredo`s, Italian Gourmet Restaurant; Petit Paris, first shop-in-shop Hotel Restaurant with Bistro, Bar, Café and Stand up Coffee bar; Casablanca Bar, lobby lounge bar.

Intensive promotion of close to 3.000 seats in the Rheinpark Plaza Hotel-Congress-Center with excellent success.

Results: Revenues reached about € 13.0 Mio. in 1987 – listed as one of the 30 revenue-strongest hotels in the country in the annual industry comparison. The Hotel-Congress-Center developed into one of the most active centers of its kind at that time.

Among great events were the “Landespresseball Nordrhein-Westfalen”, “Eisenhüttag” and numerous annual events of large corporations. The Hotel was voted the “2nd most preferred/liked Hotel-Meeting & Congress Center in Germany” in 1987.

House events: a.o. Roncalli Circus in the Ballroom as New Year`s Eve theme. The hotel received 5 stars in Varta and 4 stars in the Michelin Guide. The hotel`s aggressive and successful marketing activities were new and unheard of at that time.

▶ **PARKHOTEL FRANKFURT (now: Le Méridien), 280 #,
1980 – 1984.**

“Das kleine Grandhotel”.

My key responsibilities & tasks: Turnaround management for the Board of Bank für Gemeinwirtschaft, Frankfurt/Main, owners, with the clear goal to re-invent the hotel as one of the leading traditional hotels of Frankfurt. Feasibility Study. Detailed market and competition survey. Operation-analysis. Development of a suitable concept: Parkhotel Frankfurt, das kleine Grandhotel.

My creation of product offerings:

Gourmet-Restaurant “La Truffe” with Star-Chef H. Imhof ; Gourmet-shop and Bistro “Trüffelei”, Casablanca Bar; Beerbar “König-Brunnen”.

Planning and execution of a € 10.0 Mio. rehab-program.

Development and execution of modern marketing management and strategies.

Results: Revenue increase from constant € 5.0 Mio. up to almost € 10.0 Mio. GOP-increase from € 0.87 Mio. to over € 2.0 Mio.

Transaction support in the sales of the hotel to Mövenpick, S. A. CH., in 1984.

- 07/78 – 12/79 **Director of Food & Beverage Operations**
Hotel Inter*Continental, Frankfurt: 800 Rooms, 4
Restaurants & Bars, Banquet and Meeting facilities for up
to 800
Frankfurt am Main, Germany
- 08/13/73 til 07/20/78 **- Various Leading positions with Hilton Hotel
Corporation of America:**
- 11/76 – 07/78 **Director of Food & Beverage Operations**
Dallas Hilton Hotel: 1.000 Rooms, 8 Restaurants & Bars,
Banquet and Meeting Facilities for up to 3.500, 200
Employees in Food & Beverage Operations
Dallas, Texas
- 01/76 **Grand-Opening Support as “Opening-Director of F & B”**
Atlanta Hilton Hotel & Towers: 1.270 Rooms, Grand
Ballroom provides seating for 2.000, or 3.500 theatre
seating, three Ballrooms to seat 300 each, 35 additional
Meeting Rooms for 30 to 150 persons, Acapulco Bar, Café
de la Paix, Eagle` s Nest Gourmet Restaurant,
Casablanca Lounge, Espresso Ristorante, Trader Vic` s
Atlanta, Georgia
- 03/75 – 10/76 **Director of Food & Beverage Operations**
Myrtle Beach Hilton, Beach & Golf Resort: 400 Rooms,
Alfredo` s Fine Dining, Coffee-Shop, Pool Bar, Piano Bar,
Banquet & Meeting Facilities for up to 500
Myrtle Beach, South Carolina
- 05/74 – 03/75 **Director of Food & Beverage Operations**
Atlanta Airport Hilton: 400 Rooms
Atlanta, Georgia
- 08/73 – 05/74 **Assistant Director of Food & Beverage Operations**
Troy Hilton: 305 Rooms, Banquet and Meeting Facilities
to accommodate 700, Haymarket Restaurant, Fanny` s
Night Club, Pool-Terrasse Restaurant
Troy/Detroit, Michigan
- 05/69 – 12/70 **- Various experiences in South Africa:**
- Assistant to the General Manager**
Blue Waters Resort Hotel, Durban, 350 rooms
- Assistant Restaurant Manager**
Mount Nelson Hotel, Cape Town, 150 rooms, Grill Room
- one of the great hotels of the world –
- Assistant Manager**
President Hotel, Johannesburg, 800 rooms

EDUCATIONAL DEVELOPMENT & TRAININGS:

- 01/94 – 02/94 AMP Advanced Management Program (3 weeks)
Cornell School of Hotel & Restaurant Management
& Administration, Ithaca, N. Y.
‣ Creativity Management for Organizational Change
‣ Re-Engineering Hospitality Services
‣ Project Analysis and Management Contracts
‣ Strategic Marketing
‣ Advertising and Business Promotion
‣ Global Expansion Strategies
‣ Hospitality Management Strategy
‣ Leadership for the 90` s and Beyond
Certificate of completion
- 09/92 ‣ Dozent Professor Dr. Werner Correll:
Überzeugungspsychologie III, Super-Aufbauseminar
2 days, Bad Neuenahr
- 08/91 Überzeugungspsychologie II – 2 days, Frankfurt am Main
12/90 Psychologie & Technik der Führung und Überzeugung
2 days, Timmendorfer Strand
- 11/89 ‣ Dozent Hans von Bergen:
„Mimetisches Marketing“ – Die Zukunft inszenieren
2 days, Zürich
- 06/89 ‣ Dozent Professor Dr. Lothar J. Seiwert:
Ziel- & Zeitmanagement – 2 days, Wiesbaden
- 06/83 ‣ Dozent Dipl.-Kfm. Dr. Rolf Ruhleder:
Dialektik Super-/Super-Aufbau III – 3 days, Cannes
10/82 Dialektik Super-Aufbau II – 3 days, Rottach-Egern
07/82 Dialektik exklusiv I – 3 days, Timmendorfer Strand
04/82 Rhetorik und Kinesik I – 3 days, Bad Harzburg
- 12/81 ‣ Dozent Professor Dr. C. Heidack:
04/81 Management by Objectives II – 2 days, Frankfurt am Main
Management by Objectives I – 2 days, Frankfurt am Main
- 09/79 ‣ Cornell Universitäts-Seminar für Inter*Continental
Hotels
Accounting for Non-Accountants – 6 days, Hannover
- 06/73 – 08/73 PDP Professional Development Program (6 weeks)

- Cornell School of Hotel & Restaurant Management
& Administration, Ithaca, N. Y.
- ▶ Personnel Management
 - ▶ Special Staff Functions
 - ▶ Food & Beverage Control
 - ▶ Motivation and Leadership
 - ▶ Hotel Advertising and Business Promotion
 - ▶ Interpretation of Hotel Financial Statements
- Certificate of Completion
- 04/73 – 06/73 Ecole Hotelière HOSPRA, Leysin, Switzerland
Diploma: Certificate in Hotel & Restaurant Management
Professional Development Program in Hotel & Restaurant
Management
- 02/73 ▶ Dozent Dr. Deyhle:
Controller`s Budgetplanung, II – 5 days, Gauting
01/73 Controller`s Grundseminar, I – 5 days, Gauting
10/72 Finanz-Management – 2 days, Gauting
09/72 Unternehmensplanung – 2 days, Gauting
- 05/72 – 03/73 ▶ Werbewissenschaftliches Institut, München
Training for “Werbefachmann in Advertising & Promotions”
Distant-Learning
- 10/71 – 03/73 ▶ Inlingua School, Munich
Studies of English and French languages
Diploma: Wirtschaftskorrespondent und
Verhandlungsdolmetscher
- 01/71 – 09/71 ▶ Centre d` études francaises pratiques, Paris
Faculté de l` Université de Clermont-Ferrand, Vichy
Studies of French language
- 04/66 – 03/69 Hotel Ambassador, Berlin
Apprenticeship in hotel & restaurant management
& administration
- Degree: Hotelkaufmann
- Numerous additional commercial activities during that
period
- 04/54 – 03/66 Educational Training, Lübeck
Diploma: Mittlere Reife

FURTHER TRAININGS:

- ▶ Etikette und Stil Seminar
- ▶ Grundlagen der Datenverarbeitung
- ▶ Interfunktionales Controlling
- ▶ TACT – Transactional Analysis and Sensitivity Training
- ▶ Verkaufsrhetorik
- ▶ Gedächtnis- und Konzentrationstraining
- ▶ Transaktionsanalyse für das Management
- ▶ Management by Responsibility
- ▶ Redetraining für Führungskräfte
- ▶ Dialektik in Wirtschaft und Politik contra Sozialismus
- ▶ Kreativitätstraining
- ▶ Dynamic Reading
- ▶ Interpretation of Financial Statements

MEMBERSHIPS:

- ▶ Wirtschaftsclub, Frankfurt am Main
- ▶ Marketing Club, Frankfurt am Main
- ▶ Rotary since 1984
- ▶ Chaine des Rotisseurs since 1976
- ▶ Cornell Society of Hotelmen since 1973 (alumnist, lifelong member)

MY STRENGTHS AND WEAKNESSES:

I am reliable, persistent, tough and cooperative, hard-working, committed and full of ideas.

Responsibilities or tasks are fulfilled goal-orientated and with precision.

As Hotelman, I am warm-hearted, friendly and charming.

I have a reputation as energetic, marketing-orientated trouble-shooter and man of action.

I am a very capable organizer.

Good in motivating people, combined with the power of convincing and good rhetoric made me a very good coach of my teams and an excellent representative of the hotels under my direction.

Viewing the success of a hotel in its entirety, I have especially developed these disciplines:

- ▶ Marketing Management
- ▶ Hands-on Operational Management
- ▶ Controlling
- ▶ Financial Management as well as
- ▶ Crisis-Management and
- ▶ Turnaround Management.

To the weaknesses belongs my impatience.

I am demanding, challenging and very professional at work.

I strongly dislike indifference, laziness, dishonesty, inadequacy and disloyalty.

I can not tolerate uncourteous and unfriendly people at any time.

I do hotelwork with passion, still having great fun and joy doing it.